

Baldrige Quality Core Values & Concepts

1. **Leadership:** Leadership is responsible for the creation of strategies, systems, and methods for achieving excellence in health care, stimulating innovation, and building knowledge and capabilities.
2. **Patient Focused:**
 - ∅ Quality and performance are the key components in determining patient satisfaction. A patient's relationship with the provider of care, ancillary staff, cost, responsiveness, continuing care and attention factor into a patient's satisfaction.
 - ∅ The delivery of patient care must be system focused and by its nature will then become patient oriented.
 - ∅ In the context of EMS system performance, this would include the patient's perception of the continuum of care from the prehospital to the hospital.
 - ∅ A smooth transition of care will instill confidence in the patient and their family members.
3. **Organizational and Personal Learning:**
 - ∅ Organizational learning refers to continuous improvement of existing approaches and processes and adaptation to change, leading to new goals and/or approaches.
 - ∅ Personal learning through education, training, and opportunities of continuing growth allows individuals to adjust to a changing health care environment and enhance knowledge of measurement systems that influence the outcomes of assessments and patient care and operational guidelines.
 - ∅ Learning is directed not only toward better EMS delivery, but also toward being more responsive, adaptive and efficient.
4. **Staff and Partners:**
 - ∅ An organization should be committed to their staff's satisfaction, development and well being.
 - ∅ Partners should include stakeholders – patients, prehospital and hospital providers, and regulatory agencies.
5. **Flexibility:** Faster and more flexible response to patients and other EMS partners is necessary in today's fast moving health care environment.
6. **Planning for the Future:** An organization should anticipate changes in EMS health care delivery, resource availability, patient expectations, technological developments, and evolving regulatory requirements.
7. **Managing for Innovation:** Organizations should be structured in such a way that innovation becomes part of the culture and daily work.
8. **Management by Evidence:**
 - ∅ An effective EMS system depends upon the measurement and analysis of performance.
 - ∅ Critical data and information about key processes, outputs and results are a key component.
 - ∅ Performance measurement areas may include patient outcomes, patient care and operational guidelines, staff, cost, and customer satisfaction and others.
 - ∅ Analysis of data along with knowledge and input from experts supports decision-making and operational improvement.
 - ∅ Data and its analysis support the review of overall field performance, improving outcomes, improving operations and comparing process with similar organizations, with performance "best practice" benchmarks or comparison of the agency performance with itself and its own past practice.
 - ∅ A major consideration in performance improvement involves the selection and use of performance measures or indicators.

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9. **Public Responsibility and Community Health:**



- ∅ EMS system participants should not only meet all federal, state, local laws and regulations and local requirements, they should treat all of these and related requirements as opportunities for continuous improvement beyond mere compliance.
- ∅ The EMS system has a responsibility to the public it serves to foster improved community health.
- ∅ Basic expectations of an organization include ethical practice and protection of public health, safety, and the environment
- ∅ EMS system participants should share in efforts in community wellness and injury prevention.

10. **Focus on Results:** Performance measurements need to focus on essential results that create the value of EMS to the community served.

11. **Systems Perspective:**

- ∅ Focus on what is important to the whole system, as well as its components to achieve performance improvement.
- ∅ Monitor, respond to, and build on performance results.
- ∅ Plans should seek to prevent problems, provide a forthright response if problems occur, and make available information and support needed to maintain public awareness, safety and confidence.

There must be a continued investment to produce a high quality product. It is not enough to develop new programs and techniques of measurement and control. The stakeholders must commit to a course of constant evaluation and improvement that is non-punitive, valued, and continuous.

